

15 July 2000

**Finance**

**REGION BUDGETING PROCESS**

This policy sets forth the budgeting process to be used by all functional area managers who are assigned budgets.

1. In order to manage the headquarters' financial resources properly, a budget for each functional area, as appropriate, will be formulated and approved annually.
2. The budget will be zero-based, requiring justification of projected income and expenditures based on current program and equipment needs, not merely an extension of the prior year's amounts.
3. By 1 August, deputy chiefs of staff/directors will be provided with a budget request form from the director of finance. This form must be returned to the region office by 31 August.
4. By no later than 15 September the finance committee will meet to review directorates' requests and formulate a region budget based on anticipated income. After approval by the commander, the budget will be published to cover fiscal year 1 October-30 September.
5. At the discretion of the Commander, Pacific Region, a staff member may be required to attend an activity not included in his/her budget request, at region expense. Those required to attend will be notified not less than 60 days prior to such meetings unless circumstances dictate otherwise. Additionally, in submitting their budget requests, all staff members are invited to request status as a "required" attendee at an activity. Normally, no more than one person per directorate will be reimbursed.
6. Once the budget has been approved, directors are to submit requests for significant variances due to program changes, unforeseen meetings, equipment failures, etc., to the chief of staff as soon as they become known. To assist directors, the finance director will distribute quarterly budget reports for review. Justification for any variance(s) must be submitted in writing to the chief of staff within 30 days of receipt of the report.
7. In order to facilitate the timely completion of Region financial affairs for any given fiscal year, and unless otherwise approved by the region commander, the DEADLINE for fiscal year-end reimbursement claims is 15 OCTOBER. All claims must be RECEIVED by the region finance director on or before that date.

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